

Colleagues

Over the past three years, the Business Management Modernization Program has made significant progress in establishing the key foundational elements necessary to enable broad business transformation across the Department. As a result, we are ready to start leveraging the knowledge we have gained through this process in order to shift the program's efforts to a more rapid implementation focus. This new focus will require some realignment in the program's management structure and priorities; more focus on acquisition, implementation, and program management activities; but no dilution of the program's primary objective of enhancing the Department's Business Mission Area support to the warfighter through broader asset, human resource, and financial visibility.

Structurally, this change will incorporate new governance bodies as required by Congress in the FY05 NDAA. Specifically, the Act requires the establishment of a Defense Business Systems Management Committee, chaired by the Deputy Secretary, vice chaired by the Under Secretary of Defense for Acquisition, Technology, & Logistics, with membership including the Under Secretaries, the Service Secretaries, Directors of Defense Agencies, the Joint Staff, and the Combatant Commanders. The Act also establishes investment review boards chaired by the Under Secretaries of AT&L, Personnel & Readiness, Finance, and the Assistant Secretary of Networks & Information Integration (NII).

In realigning the BMMP to this new structure, we are establishing governance of investment that ensures prioritization of effort to improve five core business missions: Personnel Management; Weapons Systems Lifecycle Management, Real Property and Installation Lifecycle Management; Materiel Supply and Service Management; and Financial Management. These core business missions and the operating structure for the new program will be outlined in upcoming weeks on the BMMP website at <http://www.defenselink.mil/comptroller/bmmp/pages/index.htm>  
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We appreciate your continuing support for BMMP, as we focus on rapid activities to address warfighter needs.

Very Respectfully,

Paul Tibbits

## Frequently Asked Questions

### Is the BMMP being decommissioned or otherwise eliminated?

No - on the contrary, the BMMP will be redefined to focus on facilitating rapid delivery of DoD Enterprise capabilities that are already under the authority of the OSD organization, and on supporting activities that are service- or component-specific, by streamlining approval processes to ensure rapid time-to-value while enforcing compliance to policy such as the Standard Financial Information Structure and DoD Enterprise-level processes. The BMMP will now move from a state of assessing the current state and possible future state of the Department to a more focused initiative implementing transformational capabilities. We will build on the analyses done to date. BMMP remains a lynchpin in the overall departmental transformation effort.

### I heard that the BMMP Support Office (BMSI) is moving into AT&L from the Comptroller's organization. Why? And what does this mean?

This is true. Now that the definition phase of BMMP has laid the necessary foundation, we will be either launching new, or accelerating existing, DoD Enterprise-wide programs to more rapidly deliver DoD-level capabilities. This requires the establishment of more traditional acquisition programs for these OSD DoD-wide solutions, under more formal acquisition program oversight. Additionally, the key business processes (and transactions) that require the most change to support primary objectives of rapid materiel delivery as well as an unqualified audit opinion on consolidated financial statements lie within AT&L's oversight. For these two reasons, in this new phase the better fit for the program is within AT&L. However, BMMP remains jointly sponsored by the USD-AT&L, USD-Comptroller, USD-P&R, and ASD-NII/CIO. These leaders are committed to partnering as we move forward to ensure synergies are

maximized among all OSD principals, and to assure that all high-priority business transformation objectives are met.

#### What will happen to the OSD Business Domains?

The Business Domains will be restructured. The Business Domains established in 2003 have played a key role in providing uniform interpretation of rules and regulation, development of the Business Enterprise Architecture, and identification of opportunities for rapid improvement in functional business processes across the Department. However, as we move to an implementation mode, the focus now shifts from specific business functions to real, day-to-day business missions - with seamless processes that provide end-to-end delivery of a capability to warfighters and the leaders of the DoD. Instead of acquisition and logistics serving as separate Domains, for example, we will have materiel management and weapon system lifecycle management as business missions that seamlessly deliver capability. This is an evolutionary step in the BMMP program - one which better aligns our business process oversight within OSD with the actual ways business processes are executed in the component organizations as well as in private industry. The teams in OSD currently aligned to Domains will now align to business missions, and rethink their efforts to encompass end-to-end business processes. The detailed impacts of these changes are still being worked by the current Domain Owners working with OSD leadership. Much work remains to be done. This is a positive step as we move into a mode of implementation from a mode of definition. For some Domains such as Finance, Human Resource Management, and Installation & Environment, there is good alignment from their current Domain focus with the expanded focus on end-to-end business mission. In these cases, the shift in scope and focus to the new model is minimal, while for the others it is more significant.

#### Who will lead these business missions?

The nature of the leadership of each of the five Core Business Missions is still being defined. The overarching objective is to ensure that the prioritization of business system transformation efforts is aligned to most rapid improvement in delivering value to warfighters, while improving data quality affirmed by an unqualified audit opinion of the consolidated financial statements of the Department. We anticipate these Core Business Missions will

be jointly led by senior OSD leaders with flag officer representation, to assure alignment with warfighter priorities. As these Core Business Missions are stood up in the next few weeks, the leaders of each Mission will be determined and announced.

What does this mean to Team IBM and other contract partners?

Our industry partners remain critical to the transformation effort. Our industry partners provide the depth of expertise in business transformation we simply do not possess within the Department to achieve our transformation objectives. All work being performed by contract partners has been, and will continue to be, reviewed in terms of the next phases of the BMMP program. The focus of the work will now shift principally to rapid implementation, rather than that of architecture definition and planning. As this shift happens, some skills may become less critical and others more so. . However, this represents a natural evolution of the program and an exciting opportunity for all of our industry solution partners to demonstrate tangible value to the business missions that support warfighter and management needs of the Department.

What about certification? Do I still have to get BMMP or domain certification of my program?

While certification will remain a powerful tool to assure alignment with the priorities of the Core Business Missions, we recognize the urgent need for greater clarity, consistency and streamlining. One byproduct of the current BMMP model has been the emergence of multiple tiers of certification to the Business Enterprise Architecture. To add to this difficulty, these tiers have used differing criteria and formats to accomplish this objective. As we move into an implementation mode, we will quickly streamline the certification process, and wherever possible merge this process into the existing requirements and acquisition processes, including both JROC and the IPT/OIPT oversight. This streamlining will better align these processes to assure coherent focus on the transformation priorities of each Core Business Mission, while reducing the oversight paperwork submission requirements applied to the Military Departments, reduce the workload within OSD in reviewing this material, while satisfying the need for compliance to DOD enterprise policies, rules, and where

present, the Business Enterprise Architecture. For the time being, while we transition to this streamlined approach, please continue to comply with, and strive to improve, the existing certification process, escalating issues quickly as necessary when things appear stalled. This notion of rapid issue escalation is critical in the short term to accelerate implementation activities throughout the Department. We expect to have a streamlined certification process in place by this summer, if not sooner.

What will happen to the Domain Owners Integration Team (DO-IT)?

The mission this team was defined to fulfill remains important - ensuring that integration among business missions is considered prior to launch of any programs. That mission will now be structured to align with the new operating model, the Core Business Missions and their respective leadership. As such, the DO-IT as a team will be replaced by a DOD Enterprise Transformation Integration Group. The CONOPS of that team is being defined and will be communicated by the end of March.